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ABSTRACT

With the aid of a U.S. Department of Labor grant, a number of one-stop career centers are being developed or have been implemented in California. A one-stop career center is a physical and electronic site where comprehensive services to job seekers and employers are available. These services include the following: assessment and eligibility requirements; referral and job coaching or workshops; education and training; job search and labor market information; and job placement and follow-up. The one-stop career center should have self-directed service, group services, and one-to-one counseling. The California centers will be built to achieve four guiding principles: (1) integrative, (2) comprehensive, (3) customer-focused, and (4) performance-based centers for assessment, education and training, and job placement. A pilot center has been created at the Los Angeles Mission College Business and Professional Center. (KC)

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ONE STOP CAREER CENTER

A ONE STOP CAREER CENTER IS A PHYSICAL AND ELECTRONIC SITE WHERE COMPREHENSIVE SERVICES TO JOB SEEKERS and EMPLOYERS ARE AVAILABLE.

THESE SERVICES INCLUDE:

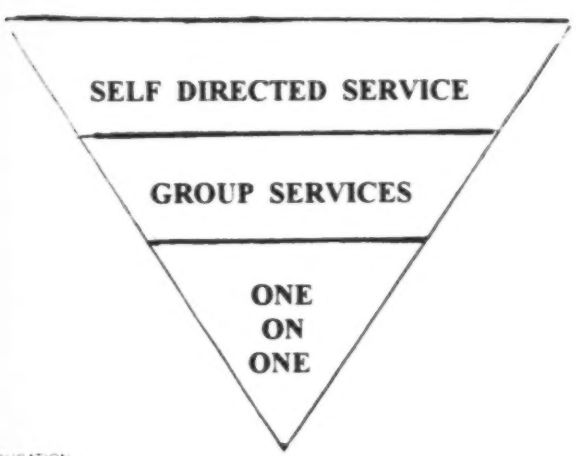
ASSESSMENT/ELIGIBILITY

REFERRAL AND JOB COACHING/WORKSHOPS

EDUCATION AND TRAINING

JOB SEARCH /LABOR MARKET INFORMATION

JOB PLACEMENT AND FOLLOW-UP



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ONE STOP CAREER CENTER SYSTEM FOR CALIFORNIA

California has felt, as so many other states, the impact of the major changes in the nation's economy. Defense downsizing, global competition, rapidly developing technologies and the rising costs of doing business present new challenges to California's economic competitiveness.

The changing ethnic ratios and work patterns require new paradigms for educating and training new and existing workers in a state with the eighth largest GNP, internationally. The diverse employment patterns and needs among the 58 counties require different solutions to job search, education and training and employment. The loss of jobs in the lumber industry, the changing defense requirements, the rising cost of doing business and environmental considerations are some of the issues creating employment challenges in California. Industries, such as entertainment and information systems, require a new, well educated, multi-skilled and flexible workforce. Increased trade among the Pacific Rim partners requires more complex knowledge in finance and trade. The national initiative for job readiness, career training, workplace literacy and re-employment for displaced workers emphasizes the need for One-Stop Centers.

Over the past decade, many partnerships at the state and local levels and in the public and private sectors have created building blocks for an effective One-Stop System in California. These partnerships include Job Training Partnership Act (JTPA) programs, Employment Development Department (EDD) job service offices, Employment Training Panel (ETP), community colleges, community based organizations (CBOs), and others. The California Community College Economic Development Network (ED>Net) provides information service access for business, industry and agencies via a toll-free number which links requests to appropriate resources. Career Development and Placement Centers operated by the State's system of 107 community colleges are major providers of career development and training services for employers and their workforce. The department of Rehabilitation has developed cooperative transition programs with local education agencies and other service providers to improve services for youth with disabilities. Many county welfare departments have locally integrated the Greater Avenues for Independence (GAIN) (California's Welfare to Work program), Food Stamp Employment and Training, and Refugee Services programs with JTPA, EDD, the community colleges, and

community based organizations. As a result of these and other efforts, a new vision for workforce preparation has emerged for California. The State's long range goal is that "California will have a highly-skilled and well-educated workforce that enhances the State's competitive advantage in the global economy".

In 1994, the California Legislature passed Senate Bill 1417 which requires the State Job Training Coordinating Council (SJTCC) to make recommendations (1) on the development of performance-based accountability for state and federal employment and training programs, (2) strategies to link workforce preparation to the current and future economic needs of California, and (3) an appropriate organizational structure for a statewide workforce preparation council. It is in this statewide policy framework that the One-Stop System will reside.

Both the Governor and the California Legislature have demonstrated their commitment to enhancing California's competitiveness. The California Economic Strategy Panel has been engaged in a statewide strategic planning process for economic development. Convened in June, 1994, the panel, comprised of business executives, labor representatives and State legislators, conducted regional, industry forums which highlighted the relationship between California's ability to retain a competitive position in emerging, high-growth industries, and the skills, knowledge, and adaptability of the workers that these industries require to succeed in a technological environment.

Secondary, post-secondary and higher education institutions have been keenly interested in improving education and workforce preparation. A California School to Career plan has been developed. The principal policy and political interests in education reform: California Department of Education, the Chancellor's Office of the California Community Colleges, the California State University system, the Employment Development Department (EDD), work teams of expert practitioners, and a multi-disciplinary resource group were represented.
Other statewide strategic plans such as the Master Plan for Higher Education, the State Plan for Carl D. Perkins Vocational and Applied Technology Education, and the State Adult Literacy Plan were included in the development of the One-Stop Vision.

In September 1994, EDD submitted, on behalf of the Governor, a planning grant application to the Department of Labor (DOL) for a One-Stop Career Center System in California in response to a Solicitation for Grant Applications that DOL had issued DOL awarded California $400,000 EDD provided an additional $700,000 The Governor assigned the EDD as lead agency for One-Stop planning and instructed the SJTCC to assume overall responsibility for the effort A One-Stop Career Center Task Force was created to perform the necessary collaboration and oversight and to draft a multi-faceted, collaborative and inclusive process by December 31, 1995

California is preparing to implement a One-stop Career Center System as a cornerstone in the State's overall efforts to re-engineer the workforce preparation system This integrated system offers as many employment, training and education services as possible for unified customer service with a 1)comprehensive array of useful information,

2)wide and easy access to needed customer focused service, and

3)the ability to support informed choice by providing a means for customers to judge the quality of these services

Servces will be performance based with identified outcomes in order to measure achievement of customer satisfaction Integrated programs and services require collaborative, creative, and strong partnerships

Guiding the development and implementation plan was a state level task force, composed of seven work teams

Capacity Building
Electronic Infrastructure
Communications/Marketing
Administrative
Governance
Performance Indicators
Service Delivery

Each team is comprised of partner representatives from both the State and local levels

One of the most essential components of the plan is the Electronic Infrastructure The Electronic Infrastructure Work Team (EIWT), was charged with developing an electronic one-stop system

infrastructure (EOSI) as a foundation on which California's One-Stop System will be built to achieve four guiding principles

1)integrative, 2)comprehensive, 3)customer-focused and 4)performance-based centers for assessment, education and training, and job placement It is this critical element of the planning process that I focus on now

ELECTRONIC ONE-STOP SYSTEM INFRASTRUCTURE

The Electronic One-Stop System Infrastructure (EOSI) represents a new technology enterprise incorporates the planning process similar to that of designing a new business venture, collecting and analyzing data on both the technological landscape and the human acceptance factors Key lessons

1)EOSI will be as strong as the collaboration and partnership exhibited in the service delivery strategy,

2) technology is not a barrier, rather it is gaining and maintaining the commitment to institutional change and paradigm shift,

3) an evolving shared vision, alliances and flexibility among the service delivery and data processing staff,

4) customers and users are critical partners and executive commitment is essential, and

5) build on existing technical and human resources infrastructure

The Electronic Infrastructure Work Team surveyed the electronic infrastructure that exists in California today The survey confirmed that, although, there are individual state and local efforts in developing electronically linked information systems, there is no electronic system that supports California's overall workforce preparation Existing electronic systems vary in design and are not linked statewide There is a lack of user-friendliness and speed, intelligent and flexible job match, access to labor market information and other functionalities

Indepth telephone interviews with representative of six states receiving Department of Labor funds last year (Connecticut, Iowa, Maryland, Massachusetts, Texas and Wisconsin) identified key factors that are essential to the success of an EOSI

1)EOSI development and maintenance requires more collaboration and coordination than most other electronic system development efforts

2)most state employ a combination of technologies to provide access to data critical to commit to an open system architecture, and

3)the more successful EOSI offers and exploits multiple interfaces-character, graphic, voice, video and multilingual interfaces

IMPLEMENTATION PLAN

California decided on three areas that will be the focus for the first and second year plan.

1)Establishing an EOSI steering committee which will determine a prudent balance between where best to centralize resources and where best to employ a decentralized approach to built the strongest statewide backbone to support the most viable local systems.

2)Develop the EOSI prototype and pilot projects. Some local and state entities or consortia have already built some electronic system capacity and established connections among several local and/or statewide agencies, however, they lack any substantial form of electronic system that would be considered "ready to go".

3) Design and build the infrastructure encompassing all of the technological services, facilities and installations necessary to forge the technological framework. This connectivity is essential to

the full realization of the EOSI vision of assembling necessary information to deliver access to the core services,

develop a common language definition and strategies to provide uniform, seamless access to varied types of information and

development of technical standards for hardware, software, communications, application and others for establishing the basic framework of a statewide network.

Success Factors

To be successful the system must consider customers' needs and offer responsive features to attract patronage. The three customer groups identified are: 1) job, education and training seekers, 2) employers, and 3) service providers.

EOSI must 1) provide extremely user-friendly features,

2) not replace human assistance entirely but deploy resources to appropriate functions,

3) include appropriate features for customers with special needs,

4) increase access to high quality information,

5) enable more flexible job match functions e g (skill-based or key work match),

6) be accessible twenty four hours, and

7) be equitable in costs to employers and providers and job, education, training seekers

CALIFORNIA'S EOSI VISION *REACHING ANYWHERE, ANYTIME incorporating an open system, local-driven, multiple access and fully connected.*

Backbone of the system will be a statewide electronic network, connecting among all local one-stop centers and remote access points under the One-Stop System. It will create, maintain, and transmit high quality information. As advanced high speed transmission technologies are developed, every part of the system and every customer will benefit.

Service Delivery, Access and Presentation Layer

This is the most visible and tangible layer where information and services are requested, delivered and received. There will be two modes of access:

1) physical sites (e g. full-service one stop centers) and satellite sites (e g. libraries, schools), common automated intake eligibility, Labor Market Information access automation

2) electronic remote access (e g. kiosks in frequently trafficked areas such as shopping malls, employer's office and seeker's home (computer/phone/fax to access information).

Information and Application Layer

Local providers that currently maintain data systems assisting their service delivery areas will continue to provide varied types and forms of high quality information. Added to this will be state level information resources. With EOSI in place, this high quality information will be distributed throughout California. Software applications that search and manipulate information

are essential to making data accessible and useful to customers. These applications include eligibility screening, career exploration, skills assessment, job search, candidate search, resume writing, case management, multi-lingual services and other functions essential to the One-Stop System. Constant uploading of information is critical to this component.

Network and Connectivity Layer

This provides the means EOSI's information assets are made available to all customers without regard to location, network protocol or access device capabilities. Its technologies and function are necessary to support the service delivery and information/application layers. This layer provides EOSI customers access to other global public or private networks through a collection of "hubs". This represents varied communications devices, data processing tools and information assets. Local area hubs will be set up to suit local needs, choice, capacity and resources. Statewide hubs will allow access to local information and state maintained data, with out interrupting the existing mainframe and other electronic systems. This combination of local and statewide hubs that ensure a varied and comprehensive electronic system across the state.

Transport Layer

This layer encompasses data transmission lines and facilities that concentrate and transmit large amounts of data at high speeds. It connects all local and statewide hubs which make it possible for any user to retrieve information from any EOSI, access site and device connected to the EOSI system, regardless where the information and access device is located. Key features important to the EOSI. 1) the ability to readily connect to local area networks using various communication systems, and

2) the ability to provide sufficient bandwidth on demand to transmit any heterogeneous mix of data, video and voice information.

This makes it possible to "reach anywhere, anytime".

Critical issues

a) Standards for network systems, software development tools, data management software, interface design and others must be defined in order to build an EOSI on an incrementally expandable open system.

b) Data compatibility are requisites to maximize information usage by a wide range of customers.

c) Confidentiality and security issues must be decided in conformance with federal and state laws and statutes while allowing maximum access to customers

Years three through five will focus on replicating and institutionalizing the prototype and infrastructure. Activities already include pilot projects for job seekers to access employment opportunities at a kiosk located in the EDD offices and then go directly to the EDD interviewers to set up appointments. A pilot for employers to access information via a modum is being tested now. Other projects will involve emerging technologies such as interactive television and digital libraries. Prototype development will concentrate on developing connections to global access networks. There will be continual review, development and implementation of adequate security measures to protect EOSI information assets, hub facilities and communication networks.

FUNDING

New funding and deployment of existing resources is necessary. The amount to be available and new sources are uncertain at this time. Pending federal legislation on consolidation of programs and block grants has not been finalized. The appropriation to California's One-Stop System is unknown. The State must seek traditional and non-traditional sources, apply for government funding at local, state and federal levels as well as appeal for support from the philanthropic and business sectors.

Other Collaborative Efforts toward development of the One-Stop Career Center System.

A Practitioners Forum provides information and advice from approximately 100 practitioners who are already experienced in One-Stop Career Center operation or will participate in the One-Stop system. A *Review Group* has been established to provide representation for broad group of interested parties not directly involved in other aspects of the planning process. The interagency partnership is a group of administrators from the principal State agencies involved in the One-Stop effort, which includes representatives from the COCCC, EDD, Dept. of Aging, Dept. of Rehabilitation, Dept. of Education, and Dept. of Social Services. Its responsibilities are to assist in planning task force meetings, establishing work plans, provide guidance and review for work products as they emerge. Fourteen public hearing were held to solicit public comment.

Assumptions

Authority for planning and development of the One-Stop delivery system will be vested in the Governor, but the planning process and resultant delivery system will be a shared responsibility with State and local partners.

An inclusive planning and development process will be used involving all stakeholders.

A statewide policy framework will be developed but latitude will be provided for local delivery systems to design One-Stop models in accord with local needs and circumstances.

During planning there will be no presumptive deliverers of service.

One-Stop system will be consistent with policies developed by SJTCC.

Workforce development resources and programs will be closely linked with economic development.

Programs not funded by DOL will be included to the extent possible.

While core services should be easily accessible, physical co-location at all sites is not a requirement, information technology can provide customers with comprehensive information at multiple locations and facilitate customer movement among services at different locations.

A strong, statewide labor market information component is required.

California is ready for an Electronic One-Stop Infrastructure. The outlined plan is flexible, comprehensive, customer-focused, local-driven and builds on existing systems. With creative public/private partnerships, the EOSI will bring customers to reach anywhere, anytime in solving the workforce needs of California.

A PILOT/PROTOTYPE

A year ago, Alfonso Dave, EDD Regional Manager for Los Angeles, and Mary Borell, Los Angeles Community College District Director for Economic Development, discussed the idea of a One-Stop training center for the northeast San Fernando Valley. Eloise Cantrell, Dean of Vocational Education at the college was brought into the dialogue and the concept was expanded into a proposal to the Los Angeles County Private Industry Council. The project was approved October 31, 1995 and work began November 1, 1995.

Los Angeles Mission College (LAMC) Business and Professional Center was identified as the site for the collaborative venture between EDD and LAMC. The One-Stop Center (OSC) partners, operating though a joint Memorandum of Understanding, carry out OSC activities in collaboration with county-sponsored community-based organizations, educational institutions, business and industry, unions, governmental agencies, and the Los Angeles County Private Industry Council. The Center offers the necessary services to provide trained and literate workers to industries with high labor demands.

The OSC works closely with Rapid Response Teams* in dealing with training of laid-off workers to meet their critical needs and assists in the improvement of economic conditions in the neglected areas served by LAMC.

Initially, the OSC sought $2,000,000 from Title III funding for re-employment services to 500 workers dislocated due to the General Motors plant closing and other aerospace layoffs in and around the San Fernando Valley. Due to limited funding in Title III and the need to include Title II funds, youth, adults and mature workers were added to the population to be served and available funds were $500,000. $250,000 for Title III, $250,000 for Title II programs.

Due to the late start date and restricted funds, 125 clients are being recruited with 75 participants enrolled and 50 to be placed in paid employment (displaced workers-25, older adult-10, youth-10, disadvantaged adults-5).

Los Angeles Mission College and EDD identified entertainment, professional/human services and hospitality as three major inter-related growth industries that have current, urgent hiring needs.

Classroom instruction, laboratory/hands on experiential learning and internships are giving clients job-specific skills in the related occupational areas of

- office automation
- new and automated computer technologies
  - e g network engineering, office automation, computerized accounting, CAD/CAM consumer electronic repair
- private security
- retail
- hotel/restaurant operation
- care provider
- trades/construction

Participants will be provided with referrals for training in other careers at other sites when necessary

An alternative to traditional employment is through self-employment
The majority of businesses in Los Angeles are private, small to mid-size and are vital for economic recovery, not just in the San Fernando Valley, but throughout the Greater Los Angeles area The creation of successful businesses will stimulate the economy by increasing the number of firms thus increase employment and services to the region Start-up/flegling businesses will be instrumental to the economic recovery as contributing members of the workforce One of the goals of the One-Stop Center

For participants wanting to establish and operate their own businesses, they will be guided through the design of a business plan, provided information on obtaining, loans, marketing strategies, pricing, banking relationships, identifying a customer base, purchasing, and other business related functions that make a successful business through training in an entrepreneur program

Clients may be placed directly into employment after being assessed as employable. Others will enter the workforce after being trained in the required, essential skill elements that will give them the necessary competencies to obtain and remain productively employed Support services

include emergency child care and transportation, books, supplies, and instructional materials.

(The original proposal included contract child care as part of the support services with the San Fernando Valley Child Consortium, but the limited available funds eliminated this service.)

*The Rapid Response Team consists of designated representative from the City and/or County of Los Angeles Rapid Response Unit (RRU), the EDD, affected employer and if applicable, labor organizations. The goal of the RRU is to develop a process specific for each layoff. Companies with 50 or more full-time employees affected are required to notify the RRU 60 days prior to the massive layoff or plant closures.

The impetus for this approach is to speak to dislocated workers about existing re-employment and/or retraining opportunities.

Activities conducted by either/both EDD and LAMC include:

recruitment, orientation, intake/eligibility, assessment, case management, training and placement activities

DELINEATION OF ACTIVITIES

Los Angeles Mission College	Employment Development Department
OSC administration	Identify and recruit participants
OSC fiscal agent	Scheduling of joint orientations
Outreach, recruitment, orientation	Case interviewers
Intake processing, certification	Job search assistance/workshops
Assessment/case management	Job development and referral
Rapid Response unit participant	Operation of JOB MATCH
Retraining	Organization & implementation of job development, placement and referral
Job search assistance	Training related job placement
Job development and referral	
Operation of computerized job bank database	
Identification, design, and delivery of training, placement and referral	
Training follow-up	
Job club activities	
Job coaching/shadowing	
Job placement follow-up	
Assist with development of memoranda of understanding with business/industry, CBO's	
Coordination of employer hiring incentives (including targeted job credits)	

ONE-STOP CENTER PROCESS

Publicity-announcements publicizing the services of the OCS (direct mailings/flyers, RRU, TV, public service announcements on radio, newspapers, Internet and speaking engagements are made by LAMC and EDD.

Referral-Clients are referred from EDD, make first contact themselves directly with OSC, referred through RRU intervention, referred by community and/or government agencies and organizations such as the City of San Fernando Economic Development Committee

Orientation-Scheduled group orientation on eligibility, services, training, job placement procedures

Eligibility verification-documentation provided by clients is reviewed and assessed by the Intake Advisor. Clients ineligible for service are referred to other training providers such as occupational/skill centers and colleges. Eligibles complete intake process and are enrolled in the program.

Assessment-determination of literacy and basic skills, job readiness, interest and personality profiles that help to identify employment fields are administered by the test-site assistant and the confidential scores/ responses are analyzed by a case manager and career counselor assigned to the client. The client assessment meets objective standards of JTPA regulations, examines the capability, needs and vocational potential of participants. The Individual Service Strategy (ISS) profile takes into account the participant's family situation, education, prior occupational skills, employability (attitudes, motivation work maturity skills, financial resources and needs) interests, career goals, aptitudes and support service needs.

The battery of assessment tools include:

Comprehensive Adult Student Assessment System (CASAS)/Tests of Adult Basic Education(TABE)/Workplace Literacy Test (WLT) to determine academic achievement,

Career Ability Placement Survey (CAPS)/Career Occupational Preference System (COPS) to determine occupational skills and interests,

Career Orientation Placement and Evaluation Survey (COPES) to establish occupational aptitudes and work maturity skills, and

Myers-Briggs Type Inventory (M-B) to validate job interests and compatibility.

Case Management-confidential Individual Service Strategy (ISS) profiles are the basis for education and training plans. The case manager maintains an on-going contact with the participant beginning with assessment, through education and training to job placement to ensure a proper match between client and employer. The case manager acts as personal coach to each assigned client. The LAMC/EDD OSC case manager/client ratio is 35 to 1.

Training-LAMC provides state-approved vocational and academic programs in the following seven categories:

1) office automation, 2) computer technology, 3) security services, 4) food service/ restaurant management, 5) care provider, 6) retail, and 7) construction

Clients interested in other occupations will be referred to occupational/skills centers, colleges or community based organizations providing the appropriate courses. Case management remains with the OSC throughout the training and job placement.

Job Placement-The OSC job search team locates immediate job openings from EDD, EDD's JOBMATCH data base, Chambers of Commerce, Human Resources staff, and local business and industry which match the client's skills with the needs of local employers. Vocational faculty who have a network of potential local employers to provide internships and placement work closely with case managers to provide clients with development of personal portfolios, resume writing and interview techniques, job referrals, and/or cooperative education. Scheduled monthly job search skills workshops on resume sriting, interviewing, career exploration, job etiquette, labor market information, etc. will be available to clients. Upon completion of the necessary training and hours certification and graduation will be provided to verify competency and facilitate placement.

SUCCESS FACTORS

Two factors essential to the success of the OSC: the opportunity to hire the most competent staff and close cooperation among staff both at LAMC and EDD.

Since the guidelines for each One-Stop Career Center are local and the parameters are so broad, decisions on the hiring practices are, generally, contingent on the existing employment contracts of the participating institutions. The most qualified staff may not be eligible due to these

contracts Employment guidelines for the OSC must be developed with consideration to all potential restrictions and limitations

Weekly conferences between all staff associated with clients is essential Training and cross training must be on a coninuous basis The staff of the LAMC One-Stop Center is composed of

Site Coordinator
Case Managers
Intake Assessors
Career Counselors
Job Search Coordinator
Job Developers
Program Assistants

The entire **concept is customer-service based.** LAMC and EDD in collaboration with the area's various service agencies strive toward a **seamless transition between occupational training, job readiness and industry placement that ensures customer satisfaction.** The customer is three fold--the client, the employer, the community

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